

UK GENDER PAY GAP REPORT 2017

Securing Your World





About G4S

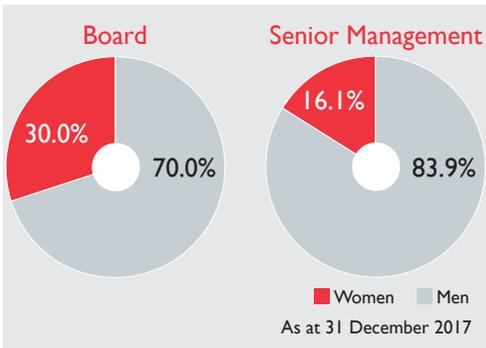
We are the world's leading integrated security company specialising in the provision of security and related services to a diverse range of customers across six continents. We play an important role in society. In the UK we employ around 30,000 people to deliver services that create a safe and better environment in which millions of people live and work.

Hampton Alexander Review 2017

Women on Boards and in Leadership

1st in the Business Services Sector

24th in the FTSE 100



Introduction

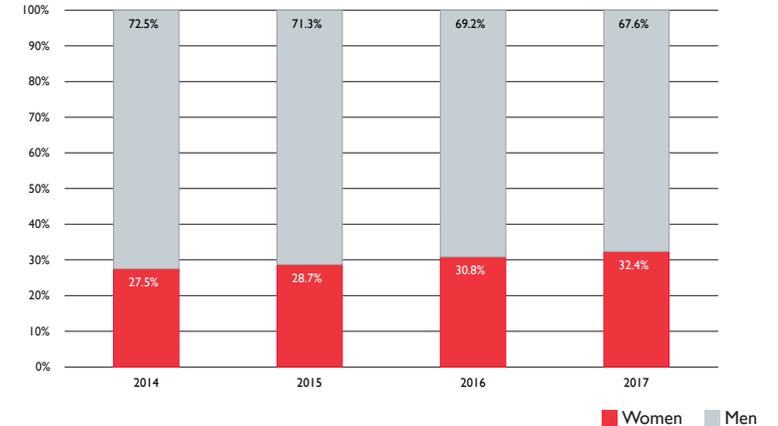
UK gender pay gap reporting has been introduced to ensure transparency around any gender pay imbalances that may exist in organisations. The Office for National Statistics data indicates that the UK median gender pay gap is 18.4%, so the intention is for businesses to address any gaps which exist and enable men and women to reach their full potential. We believe this will enrich their contribution to business and to society.

We believe that diversity is vital to our continued success because the skills and talents needed to lead, develop and grow our global business are found in people from a diverse range of backgrounds. To harness the diversity we already have in the company, we will continue to foster an inclusive environment where employees can be creative and share their different thinking, skills and experiences in a constructive and collaborative way. This will help us to maintain our competitive advantage in all areas of our business.

Historically, security related work in the UK, as elsewhere, has attracted less women. The reasons for this are many and varied and include the nature of the work and unsocial hours. The pay and bonus gaps highlighted in this report are a legacy of this history with the majority of senior roles, which attract the highest pay, being filled by men.

We are pleased to see that gender balance is improving in our business. Women currently make up over 32% of our UK workforce and this has been increasing over the last four years. We are committed to promoting policies and practices which support the further, positive development of this trend as more women learn about the interesting and varied great career opportunities we can offer at G4S.

Percentage of women employed in G4S UK businesses



Whilst the overall gender pay gap in G4S businesses in the UK is 2.1%, which is significantly lower than the UK national average, and we are ranked the best in the business services sector and 24th overall in the Hampton Alexander Review, we are not complacent. We are committed to promoting diversity and inclusion and in this report we set out details of our gender pay gap for the businesses within scope and the actions we are taking to achieve the progress required.

I look forward to updating you on our progress.

Ashley Almanza
Group Chief Executive
G4S plc



Equal pay

Equal pay means paying men and women the same amount for the same or similar work performed at the same level in the organisation.

Gender pay gap

Gender pay gap shows the difference between the average hourly earnings of men and women regardless of their role or level in the organisation.



Employee engagement survey
UK survey results shows 87% of employees responding believe that G4S respects and values diversity.

Where we are today

G4S works across a diverse range of geographies and market sectors and is trusted to care for and protect people and their assets.

With such great responsibility comes the need to ensure we attract, screen, train and develop the very best people who are trusted to carry out such important jobs. It is our responsibility to provide a safe working environment and one in which every individual is treated fairly and with dignity and respect. Fair treatment includes ensuring our employees have a voice and can tell us when things go wrong, and more importantly that when they do, we listen and then act on the feedback they share. Our latest survey results from employees in the UK businesses show the majority responded favourably to questions about respecting and valuing diversity.

Fair treatment also includes ensuring that pay is equal for men and women doing the same or similar work at the same level in the organisation. For the vast majority of G4S employees, pay rates are determined by customers or by regulation, often in negotiation with employee representatives or unions. They are set regardless of gender or any other personal characteristic not related to the job the individual is employed to do. We have conducted a review of our pay data and are confident that there are no issues relating to equal pay.

Like most similar employers, the overall data shows that in the businesses covered by this report, we employ a higher proportion of men than women, and this proportion increases in higher paid roles. This is causing a gender pay gap because of the difference between average earnings of men and women in those businesses. In one

business (G4S Health Services) the gender pay gap is significantly reversed where the average pay for women is higher than it is for men. In the same way that security work has historically appealed more to men, work in the healthcare profession has attracted more women who hold a larger number of the senior nursing positions.

At more senior levels in the organisation pay is based on market benchmarks specific to the role and also takes account of experience and expertise. We always select the best candidate for the role to ensure that they and we are able to be successful.

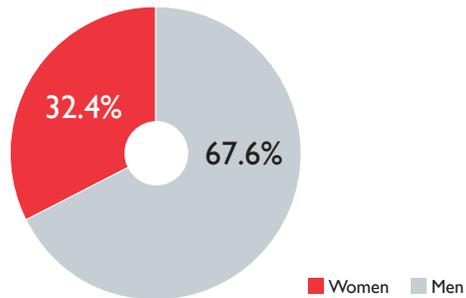
In accordance with the regulations this report contains details of the gender pay and bonus gaps for the eleven UK G4S business entities employing more than 250 people. A summary of the consolidated data is shown on the next page and the individual reports are set out on pages 5-7. I confirm that the data provided has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Understanding where we are today helps us plan our priorities for tomorrow and on page 4 we set out the actions we intend to take to address the gaps highlighted as part of our overall diversity and inclusion strategy.

Jenni Myles
Group HR Director
G4S plc

Our Gender Pay Gap - at a glance (as at April 2017) All businesses in scope

Total employees 30,141



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	2.1%	5.4%
Gender Bonus Gap	55.5%	19.4%

Proportion receiving a bonus

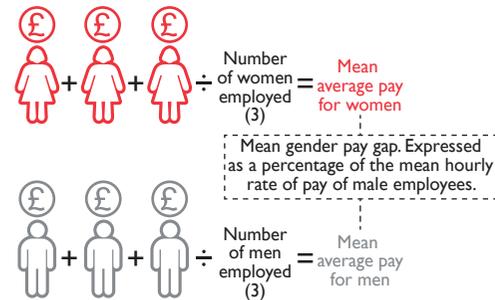
6.2%
of women
received a bonus

5.9%
of men
received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	27.9%	72.1%
Upper middle quartile	33.2%	66.8%
Lower middle quartile	32.8%	67.2%
Lower quartile	35.8%	64.2%

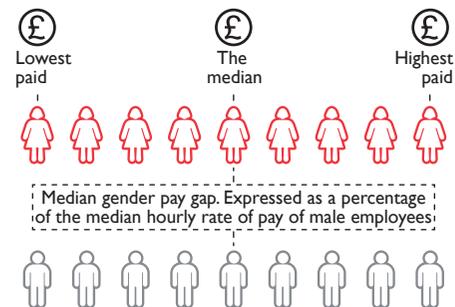
Calculating the mean difference

The mean percentage pay gap is calculated by adding up the total hourly pay for all women, and dividing it by the number of women employed. This figure is subtracted from the same calculation for all the men to identify the gap.



Calculating the median difference

The median is the middle value when all of the hourly rates of pay for women and men are separately ranked.



Addressing the Gender Pay Gap Challenge

As part of our wider diversity and inclusion strategy we will continue our focus on activities that will help address the gender pay gap by encouraging more women into senior roles. These activities are aimed at ensuring that our recruitment practices help us attract and acquire a wider range of candidates, that our development processes enable employees to grow and that our engagement approaches help them to succeed and stay.

Acquisition

- We will do more in our advertising and recruitment processes to showcase the successful careers of the many talented women in G4S. This will include using case studies which challenge the stereotypical views of careers in the security industry and provide role models for others considering it as an option.
- We will raise awareness and understanding of unconscious bias and build checks into our recruitment process to ensure we are sourcing candidates from the widest talent pools.

Development

- We will establish a sponsorship programme to ensure talented individuals are visible across G4S and have access to networks and opportunities which they might not see in the course of their work.
- We will build a structured diversity and inclusion focus into our talent processes including our Regional Leadership Programme (RLP), to help expand the diversity in our talent pipeline.

Engagement

- We will conduct further research through focus groups and analysis of management and employee survey data to see if there are any other issues which we can address to build a more diverse workforce and a more inclusive workplace.

We believe improving diversity and inclusion overall is a long term issue but we aim to show year on year improvements across the group and not just in relation to gender. As each business is different, we will set individual objectives and make sure there are action plans in place to address the issues highlighted in this report.

We are proud of the work our colleagues do across the world to protect and care for people and assets and believe that improving diversity will have a positive impact on our business success.



Janet Wallsgrove

Director, HMP & YOI Parc

‘Having freedom to act and being trusted to deliver without having to uproot my family and disrupt their lives for my career was what attracted me to G4S over ten years ago.

Understanding the difficulties faced by working parents and carers has definitely influenced my efforts to ensure that flexible working is offered wherever possible. There are some constraints within the prison environment but we do our best. It helps us recruit and retain people who have great skills and bring different perspectives, which is what we need.

My role combines the responsibilities for services to the people in our custody and care and the strategic planning for the future of the prison. Every day brings fresh challenges and new opportunities. Since joining I have managed two major expansions, supported an award winning rehabilitation initiative and extended my commercial and business skills. More than that, I’ve helped make a positive difference to the lives of some of the most vulnerable people in our society. Whilst the role may not appeal to everyone, I think it’s hard to beat’.

Rhian Jacka

Area Operations Control Manager, G4S Facilities Management (UK) Ltd

‘My career with G4S started as a front line Security Officer. I wanted an interesting role and guaranteed income after a period of uncertainty running my own business.

In the ten years I’ve been with G4S I’ve been promoted to a number of different roles with increasing complexity and challenge. One of the things that has kept me motivated is that I’ve always had the authority to take decisions and try new things with the support of my colleagues and managers if I’ve needed it. I feel my views matter and now that I am a manager myself, work to ensure everyone in my team feels the same and can share their ideas and opinions.

Attending the Regional Leadership Programme (RLP) has boosted my confidence, developed my skills and given me some insights to other parts of the business. It was a great opportunity and one which has benefited me in my current role and prepared me well for those in the future’.



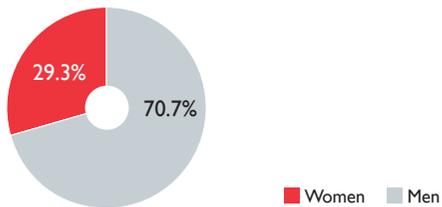
Secure Solutions

The first three businesses (G4S Aviation Services, Secure Solutions and Security Services), offer secure solutions services to customers although the legal employing companies remain distinct for historic reasons. The gender pay gaps in these businesses are either very small or reversed which is encouraging. Whilst they all employ relatively few women, the pay distribution remains consistent across the upper quartiles in each business. In G4S Aviation Services and G4S Security Services, bonuses were paid to a small number of both men and women. The amount paid to the women was higher and resulted in a reverse gender bonus gap.

The investigations business often recruits former police and military personnel, traditionally a career chosen by more men. This has resulted in a larger proportion of men being appointed and a gender imbalance in the upper pay quartiles. We are reviewing how we can attract more women into the business from wider sources to address this imbalance.

G4S Aviation Services (UK) Limited

Total employees 1,000



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	1.8%	0.0%
Gender Bonus Gap	-629.4%	-923.8%

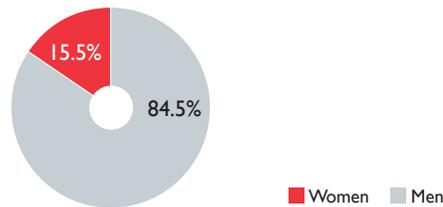
Proportion receiving a bonus

0.7%	0.8%
of women received a bonus	of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	24.0%	76.0%
Upper middle quartile	28.0%	72.0%
Lower middle quartile	25.2%	74.8%
Lower quartile	40.0%	60.0%

G4S Secure Solutions (UK) Limited

Total employees 10,988



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	3.6%	3.2%
Gender Bonus Gap	54.4%	0.7%

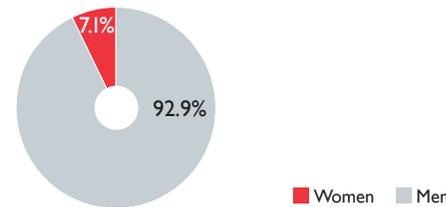
Proportion receiving a bonus

4.1%	4.4%
of women received a bonus	of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	14.2%	85.8%
Upper middle quartile	13.6%	86.4%
Lower middle quartile	12.4%	87.6%
Lower quartile	22.0%	78.0%

G4S Security Services (UK) Limited

Total employees 1,195



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	-1.4%	-3.9%
Gender Bonus Gap	-92.0%	-77.8%

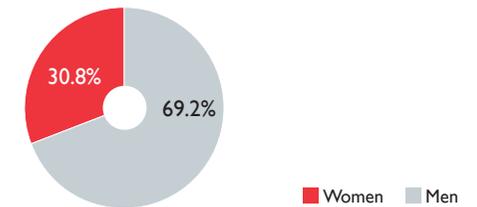
Proportion receiving a bonus

1.2%	0.6%
of women received a bonus	of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	8.1%	91.9%
Upper middle quartile	8.4%	91.6%
Lower middle quartile	8.0%	92.0%
Lower quartile	4.0%	96.0%

G4S Investigation Solutions (UK) Limited

Total employees 273



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	24.4%	24.6%
Gender Bonus Gap	3.2%	-94.4%

Proportion receiving a bonus

34.5%	56.6%
of women received a bonus	of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	15.9%	84.1%
Upper middle quartile	20.6%	79.4%
Lower middle quartile	32.4%	67.6%
Lower quartile	54.4%	45.6%

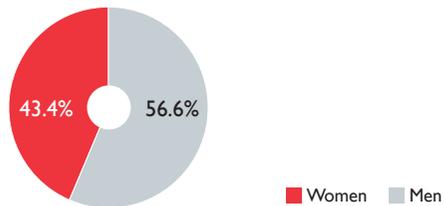
Government Solutions

In all of these businesses there is a good representation of women in the workforce. The most significant gender pay gap is in the Facilities Management (FM) business where services provided include both 'hard' FM such as engineering and 'soft' FM such as cleaning and catering. The 'soft' FM services have greater scope to offer flexible and part-time working which have been attractive to women, so the majority of the workforce is female. Our analysis shows that female representation drops at senior levels where the pay rates are highest. Gaining a better understanding of the reasons for this drop and ensuring a more diverse talent pipeline for senior positions are part of our wider diversity and inclusion plan.

In G4S Health Services the gender pay gap is reversed with women earning on average more per hour than men. This is due to the higher number of women working in this sector including at senior levels. Whilst the requirement for sector or specialist experience may make internal transfers challenging, the opportunity to use the business as a source of talent for elsewhere will be explored.

G4S Care & Justice Services (UK) Limited

Total employees 4,883



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	3.6%	2.0%
Gender Bonus Gap	41.6%	32.0%

Proportion receiving a bonus

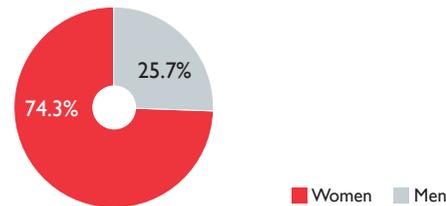
9.0%
of women
received a bonus

9.5%
of men
received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	39.9%	60.1%
Upper middle quartile	41.3%	58.7%
Lower middle quartile	42.3%	57.7%
Lower quartile	49.9%	50.1%

G4S Government & Outsourcing Services (UK) Limited

Total employees 261



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	6.1%	4.6%
Gender Bonus Gap	22.1%	30.0%

Proportion receiving a bonus

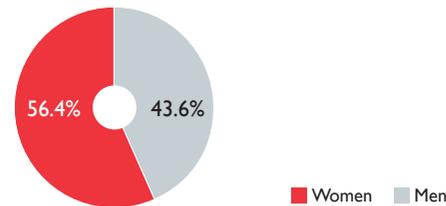
43.8%
of women
received a bonus

37.3%
of men
received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	62.1%	37.9%
Upper middle quartile	80.0%	20.0%
Lower middle quartile	78.5%	21.5%
Lower quartile	76.9%	23.1%

G4S Health Services (UK) Limited

Total employees 1,155



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	-18.1%	-29.2%
Gender Bonus Gap	32.7%	43.4%

Proportion receiving a bonus

8.6%
of women
received a bonus

10.9%
of men
received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	69.4%	30.6%
Upper middle quartile	75.1%	24.9%
Lower middle quartile	46.4%	53.6%
Lower quartile	34.6%	65.4%

G4S Facilities Management (UK) Limited

Total employees 5,630



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	11.9%	0.0%
Gender Bonus Gap	50.5%	66.1%

Proportion receiving a bonus

2.5%
of women
received a bonus

6.2%
of men
received a bonus

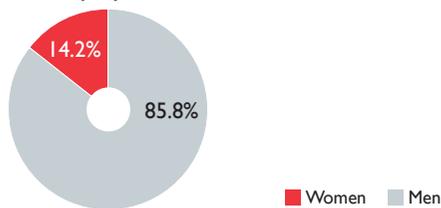
PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	44.2%	55.8%
Upper middle quartile	70.1%	29.9%
Lower middle quartile	73.6%	26.4%
Lower quartile	50.2%	49.8%

Cash Solutions

The Cash Solutions business has one of the highest proportions of men at all levels. We find it hard to attract women in this business due partly to the degree of manual handling and also the perceptions around risks when collecting and delivering cash. Conversely, the majority of our cash centre workforce is female primarily because of the part time opportunities available, which historically, have been more attractive to women.

G4S Cash Solutions (UK) Limited

Total employees 3,199



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	9.5%	0.0%
Gender Bonus Gap	26.7%	16.9%

Proportion receiving a bonus

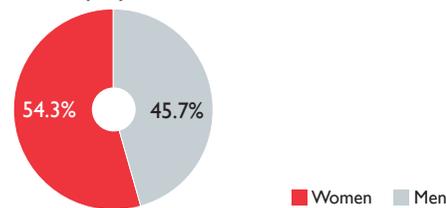
5.7%
of women
received a bonus

5.1%
of men
received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	12.1%	87.9%
Upper middle quartile	10.4%	89.6%
Lower middle quartile	5.4%	94.6%
Lower quartile	28.8%	71.2%

G4S Cash Centres (UK) Limited

Total employees 1,247



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	9.4%	9.3%
Gender Bonus Gap	83.7%	85.6%

Proportion receiving a bonus

1.5%
of women
received a bonus

1.8%
of men
received a bonus

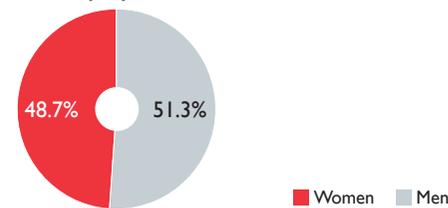
PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	43.3%	56.7%
Upper middle quartile	46.8%	53.2%
Lower middle quartile	63.1%	36.9%
Lower quartile	64.0%	36.0%

Regional Management

Whilst the overall workforce in Regional Management is well balanced, the pay and bonus gaps are more marked because of the higher number of men in senior management roles compared to women working in administrative or junior roles where the pay is lower. Using feedback from focus groups to help address barriers to career progression for women, we aim to improve representation in senior management in the business over time.

G4S Regional Management (UK&I) Limited

Total employees 310



Mean and median pay and bonus

	MEAN	MEDIAN
Gender Pay Gap	23.6%	20.7%
Gender Bonus Gap	55.9%	32.6%

Proportion receiving a bonus

36.4%
of women
received a bonus

28.9%
of men
received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	41.6%	58.4%
Upper middle quartile	37.2%	62.8%
Lower middle quartile	51.3%	48.7%
Lower quartile	64.9%	35.1%



Securing Your World

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